

Shildon Railway Institute

Corporate Risk Assessment

11 Jan 2026 (Baseline 3.0 Updated) – Next Review: January 2027

Likelihood scoring scale (Low = 1) (Medium = 2) (High = 3)

Business Impact scale (Low = 1) (Medium = 2) (High = 3)

Risk value = Likelihood x Impact

Ref	Theme	Risk	Mitigating Control	Likelihood	Impact	Risk Value	Action Required?	Further Action Required
1. BAR SERVICES								
1.1	Administration	Absence of License	<ul style="list-style-type: none"> Designated responsibility for obtaining licenses (Secretary). Maintain adequate records of license application, renewal etc. 	Low	High	3		
1.2	Administration	Failure to collect income (room hire etc)	<ul style="list-style-type: none"> Designated responsibility for collection of income. Ensure that all income due is received and properly recorded. Make provision for prompt banking. 	Low	Medium	2		
1.3	Financial	Stock control	<ul style="list-style-type: none"> Designated responsibility for stock control. Consider appointment of a professional stock taker where appropriate. Arrange for regular stock checks. Reconcile stocks to sales etc records. Investigate significant differences. Arrange internal audit testing. 	Low	Medium	3		

Ref	Theme	Risk	Mitigating Control	Likelihood	Impact	Risk Value	Action Required?	Further Action Required
1.4	Financial	Till Control	<ul style="list-style-type: none"> • Appoint bar supervisor. • Issue detailed instructions to bar staff. • Clear tills at every function. • Complete cashing up records. • Reconcile cash to till record and investigate differences. Arrange alternative procedures for loss of till function. • Carry out internal audit / spot checks. 	Low	Medium	2		
1.5	Financial	Till Failure	<ul style="list-style-type: none"> • None 	Low	High	4	Yes	<ul style="list-style-type: none"> • Upgrade to till system - NOTE - Till system replaced in October 2025
1.6	Physical	Security	<ul style="list-style-type: none"> • Define policy for security of staff, premises and equipment. • Allocate responsibility for security/ control. 	Low	Medium	2		
1.7	Physical	Fire Safety	<ul style="list-style-type: none"> • Ensure Health & Safety testing complete. • Ensure appropriate staff training. • Provide for strict control of combustible materials. • Provide appropriate extinguishers etc. • Ensure appropriate signage in place. • Ensure appropriate regulations/controls in hire documentation. 	Medium	Medium	4	Yes	<ul style="list-style-type: none"> • Annual fire safety refresher training
1.8	Professional	Staff Training	<ul style="list-style-type: none"> • Arrange training programme for all casual bar staff. • Issue detailed instructions. • Maintain training records. 	Low	Medium	2		
2. CAR PARKS								

Ref	Theme	Risk	Mitigating Control	Likelihood	Impact	Risk Value	Action Required?	Further Action Required
2.1	Environmental	Cleaning and Litter Control	<ul style="list-style-type: none"> Define responsibility for cleaning and ensure any training complete. Ensure hazardous litter properly dealt with. Provide for regular physical site inspections to ensure standards maintained. 	Low	Low	1		
2.2	Environmental	Fly Tipping	<ul style="list-style-type: none"> Arrange for regular site inspections. Arrange for safe disposal facility. Ensure hazardous substances are properly dealt with. Maintain liaison with local enforcement agencies. Enforce regulations/byelaws as appropriate. 	Low	Low	1		
2.3	Environmental	Noise	<ul style="list-style-type: none"> Maintain records of all complaints received and instigate prompt action where appropriate. 	Low	Low	1		
2.4	Financial	Inadequate insurance cover	<ul style="list-style-type: none"> Carry out annual review of insurance cover and ensure that all risks have been taken into account. 	Low	Medium	2		
2.5	Physical	Theft from car park	<ul style="list-style-type: none"> Define responsibility for security of site and equipment. Review periodically. Ensure disclaimer notices are in place. 	Low	Medium	2	Yes	<ul style="list-style-type: none"> Implement disclaimer signage
2.6	Physical	Vandalism	<ul style="list-style-type: none"> Arrange regular monitoring. Maintain liaison with local enforcement agencies. 	Low	Medium	2		

Ref	Theme	Risk	Mitigating Control	Likelihood	Impact	Risk Value	Action Required?	Further Action Required
2.7	Physical	Maintenance of car park surfaces	<ul style="list-style-type: none"> Define responsibility for and carry out periodic physical inspection and maintain records. Make arrangements for any required work to be carried out. 	Medium	Medium	4		
2.8	Physical	Personal injury	<ul style="list-style-type: none"> Ensure that appropriate insurance is held and reviewed. Ensure that all appropriate disclaimed notices, warning signs etc are in place. Ensure that any risks to the public are minimised and eliminated wherever possible. Maintain records of any injuries. 	Low	Medium	2		
2.9	Safety	Inadequate lighting in car park	<ul style="list-style-type: none"> None 	High	High	6	Yes	<ul style="list-style-type: none"> Install new lighting to illuminate used portions of car park
3. COMPUTING								
3.1	Physical	Loss arising from theft/ misappropriation	<ul style="list-style-type: none"> Allocate responsibility for security of equipment. Maintain security of site and equipment. Take particular care in respect of laptops/ peripherals. Ensure that where appropriate internal and external security devices are installed. 	Low	High	3		

Ref	Theme	Risk	Mitigating Control	Likelihood	Impact	Risk Value	Action Required?	Further Action Required
3.2	Physical	Loss/damage arising from unauthorised use	<ul style="list-style-type: none"> Restrict access through use of controlled passwords. Periodic password change. Maintain physical security of computer and site. 	Low	Medium	2		
3.3	Technical	Crash of IT system	<ul style="list-style-type: none"> Ensure regular backup of data onto appropriate medium. Ensure that equipment is properly maintained. Restrict access to unauthorised users. Ensure that only approved software is used. Maintain effective anti-virus software. 	Low	High	3		
4. PROPERTY AND DOCUMENTS								
4.1	Financial	Legal liability as a result of asset ownership	<ul style="list-style-type: none"> Ensure that adequate public liability insurance is in place 	Low	Medium	2		
4.2	Legal	Legal ownership of the building and land	<ul style="list-style-type: none"> Property now legally registered to Community Benefit Society as entity. Property asset locked 	High	High	6		
4.3	Technical	Defective Electrical Equipment / Machinery	<ul style="list-style-type: none"> Ensure maintenance agreement / contract in place where appropriate. Allocate responsibility for local repair / maintenance. Restrict access to qualified personnel only as appropriate. Arrange regular inspection. Ensure statutory obligations are met. 	Low	Medium	2	Yes	<ul style="list-style-type: none"> Record incidents of defective equipment. Consider approach to PAT testing.
5. CRIME PREVENTION & DATA PROTECTION								

Ref	Theme	Risk	Mitigating Control	Likelihood	Impact	Risk Value	Action Required?	Further Action Required
5.1	Administration	Data protection – registration and compliance	<ul style="list-style-type: none"> Ensure that staff, committee and volunteers are aware of compliance requirements. Arrange necessary training. 	Low	Medium	2		
5.2	Physical	Security of equipment	<ul style="list-style-type: none"> Define policy for security of premises and equipment. Define responsibility for security/control of equipment. 	Low	Medium	2		
5.3	Physical	Security of physical membership records	<ul style="list-style-type: none"> Kept in office (locked) Kept in locked container Majority of membership records are now electronic and kept on a password protected computer 	Low	Medium	2		
5.4	Physical	Vandalism	<ul style="list-style-type: none"> Arrange regular monitoring. Maintain liaison with local enforcement agencies. Take action against offenders 	Low	Medium	2		
5.5	Physical	Failure of system / equipment	<ul style="list-style-type: none"> Define responsibility for use / control Provide for an necessary training and regular testing. Ensure that maintenance contracts are in place. Make provision for urgent repairs. 	Low	Medium	2		
5.6	Technical	Unauthorised use of equipment	<ul style="list-style-type: none"> Maintain security of system. Set up password where possible to restrict access. 	Low	Medium	2		
5.7	Administrative / Legal	Breach of confidentiality	<ul style="list-style-type: none"> Current exemption from registration with the ICO on basis of non-profit using data for membership Formalise procedure for dealing with confidential data. 	Low	Medium	2	Yes	<ul style="list-style-type: none"> Consider ICO registration regardless

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5.8	Administration / Legal	Failure to comply with the General Data Protection Regulations	<ul style="list-style-type: none"> • Refresher of GDPR obligations. • GDPR Statement • GDPR and Data Privacy Policy 	Medium	Medium	4		
6. EMPLOYMENT OF STAFF								
6.1	Administrative / Legal	Failure to comply with Employment Law	<ul style="list-style-type: none"> • Issue contracts of employment to all permanent employees. • Arrange annual review of staff contracts of employment. • Stay abreast of new legislation. • Arrange necessary training to fulfil requirements. 	Low	Medium	2	Yes	<ul style="list-style-type: none"> • Employment reviews • Training plans • Committee employment law refresher
6.2	Professional	Attacks on personnel	<ul style="list-style-type: none"> • Ensure that an effective security system is in operation. • Ensure appropriate insurance cover is held. • Ensure other workers in the building are aware of staff working alone. • Ensure staff have telephone access at all times during their work. 	Low	High	3		
6.3	Professional	Lack of training	<ul style="list-style-type: none"> • Determine a policy for training. • Maintain appropriate training records. 	Low	Medium	2	Yes	<ul style="list-style-type: none"> • Refresh policy for staff and committee training. • Implement annual review procedure. • Refresh training materials.
6.4	Professional	Inability to retain staff		Low	Medium	2	Yes	<ul style="list-style-type: none"> • Devise exit questionnaire. • Implement staff appraisals
6.5	Professional	Inability to recruit	<ul style="list-style-type: none"> • Review recruitment policy. 	Low	Medium	2		

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6.6	Professional	Lack of employee motivation / efficiency	<ul style="list-style-type: none"> Maintain appropriate staff records. 	Medium	Medium	4	Yes	<ul style="list-style-type: none"> Refresh job descriptions. Refresh training policy.
6.7	Professional	Out of date staff contracts	<ul style="list-style-type: none"> Regular checks on changes to employment law Update contracts where contracts apply 	Medium	High	5	Yes	<ul style="list-style-type: none"> Review and update employment contracts
6.8	Professional	Loss of key staff		Medium	Medium	4	Yes	<ul style="list-style-type: none"> Ensure key procedures and functional tasks are documented.
7. ENTERTAINMENT & FUNCTIONS								
7.1	Administrative	Provision of adequate insurance cover	<ul style="list-style-type: none"> Carry out review of insurance to ensure appropriate cover in place. Ensure that any contractual insurance requirements are met. Examine cover held by service providers. 	Low	Medium	2		
7.2	Administrative	Absence of key staff	<ul style="list-style-type: none"> Define responsibility for staff control. Ensure that proper arrangements are in place to meet service requirements. Have arrangements in place for emergency cover. 	Medium	Medium	4		
7.3	Environmental	Noise pollution	<ul style="list-style-type: none"> Where appropriate set conditions in hire documentation. Carry out regular site inspections. Maintain record of any complaints received and instigate prompt action where appropriate. Liaise with local enforcement agencies. 	Low	Medium	2		
7.4	Environmental	Vandalism	<ul style="list-style-type: none"> Maintain efficient and effective security. Maintain liaison with local enforcement agencies. Take action against offenders 	Low	Medium	2		

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7.5	Financial	Box Office Controls	<ul style="list-style-type: none"> • Ensure appropriate staff training. • Ticket sales now recorded on till system 	Low	Medium	2		
7.6	Financial	Failure to collect rents and charges	<ul style="list-style-type: none"> • Define responsibility for collection of income. • Ensure that all income due is received and properly recorded. • Make provision for prompt banking. • Issue tickets/receipts for all income received. • Follow defined procedure for reminders in respect of unpaid accounts. • Take appropriate recovery action where necessary. • Arrange appropriate internal audit testing. 	Medium	Medium	4		
7.7	Financial	Failure to review rental charges	<ul style="list-style-type: none"> • Review all hire charges at least annually as part of budgetary process. 	Low	Medium	2		
7.8	Financial	Contractual arrangements with service providers – films artistes etc.	<ul style="list-style-type: none"> • Ensure that a signed contract is in place as a pre-requisite of service provision. • Check and enforce contract conditions. 	Low	Medium	2		
7.9	Financial	Damage to Institute Equipment	<ul style="list-style-type: none"> • Equipment kept in locked storage when not in use. • Restricted access to storage 	Medium	Medium	4		
8. FINANCIAL MANAGEMENT								

Ref	Theme	Risk	Mitigating Control	Likelihood	Impact	Risk Value	Action Required?	Further Action Required
8.1	Administrative / Legal	Failure to maintain a record of assets	<ul style="list-style-type: none"> Define responsibility for maintenance of an asset register. Ensure that all acquisitions/disposals are accurately and promptly recorded. Carry out periodic inventory checks. 	Low	Medium	2		
8.2	Administrative / Legal	Failure to comply with Customs & Excise Regulations	<ul style="list-style-type: none"> Ensure that Value Added tax is correctly administered. Refer to guidance in HMCE Notice 749. Seek further guidance from HMCE where necessary. Ensure that all input tax and output tax is properly recorded. Complete and submit VAT claims promptly and on a regular basis. Reconcile claims to cashbook. 	Low	Medium	2		
8.3	Financial	Failure to keep proper records	<ul style="list-style-type: none"> Define responsibility through the appointment of a Treasurer. Ensure appropriate standing orders and financial regulations are in place and subject to review. Implement effective independent internal audit. Introduce periodical checks by Chairman or other appointed members. Arrange for regular financial reports to Management Committee 	Low	Medium	2		

Ref	Theme	Risk	Mitigating Control	Likelihood	Impact	Risk Value	Action Required?	Further Action Required
8.4	Financial	Loss of money through theft/ misappropriation	<ul style="list-style-type: none"> • Determine responsibility for cash at all sources. • Ensure receipts are issued of all income. • Ensure that security arrangements are in place for all monies held pending banking. • Ensure that proper arrangements are in place for prompt recording and banking of all cash received. • Ensure regular bank reconciliation. 	Low	Medium	2		
8.5	Financial	Risk to third party as a consequence of providing a service.	<ul style="list-style-type: none"> • Ensure that appropriate insurance cover / policy is in place. 	Low	Medium	2		
8.6	Financial	Poor financial management	<ul style="list-style-type: none"> • Determine responsibility for the management of the financial affairs of the Institute. • Stay abreast of financial regulations. • Maintain effective budgetary and financial reporting. 	Low	Medium	2		

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8.7	Financial	Failure to maintain an effective payments system	<ul style="list-style-type: none"> • Determine responsibility for the control of expenditure. • All detail to be checked and payment entered into a cash book. • All expenditure to be the subject of sound budgetary control. • Annual auditing. 	Low	Medium	2		
8.8	Damage to Property	If the property is damaged through for example weather events then we might be unable to trade	<ul style="list-style-type: none"> • Maintain a maintenance budget as part of reserves. • Maintain a contingency budget as part of reserves to ensure we can close during essential repairs. 	Low	High	3		

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8.9	Ineffective pricing	If our pricing is badly structured we will not be financially viable in the longer term	<ul style="list-style-type: none"> Prices set to ensure a margin that ensures sustainability. Monitor wholesale prices and react to market change. Monitor changes in taxation and react accordingly. Strike balance between sustainability and the interest of our members. Prices must be set to incorporate other services we offer for which we receive on recompense (e.g. pay to view sports channels). 	Medium	Medium	4	Yes	<ul style="list-style-type: none"> Review product pricing in annual budget planning
8.10	Poor data availability for financial forecasting	If we don't know what's been selling (or not) and when in the past how can we effectively plan ahead for the future?	<ul style="list-style-type: none"> Daily manual takings records Limited electronic data and reporting 	High	Medium	5	Yes	<ul style="list-style-type: none"> Replace the till system with one that can include more of the products and has a high quality of data reporting
8.11	Lack of financial forecasting	If the committee are not aware of the financial challenges ahead they cannot plan or react to avoid them	<ul style="list-style-type: none"> 3 month forecasting undertaken 	Medium	Medium	4	Yes	<ul style="list-style-type: none"> Create and maintain a rolling 12 month forecast. Ensure that the forecast is presented to, and reviewed by Committee to enable good decision making.
9. PROVISION OF WEBSITE / INTERNET ACCESS								
9.1	Financial	Inadequate budget provision	<ul style="list-style-type: none"> Ensure service requirement is included in the annual budgetary process 	Low	Medium	2		

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9.2	Technical	Failure of website / internet providers	<ul style="list-style-type: none"> Ensure a backup copy of data is maintained. Liaise with provider to ensure early reinstatement of service. 	Low	Medium	2		
9.3	Administrative / Legal	Loss of data – inability to access backup	<ul style="list-style-type: none"> Ensure that a backup copy of web content and member data is held and updated at agreed intervals. Where website is subject to outside management, carry out monthly review. 	Low	Medium	2		
9.4	Administrative / Legal	Non-conformance with the General Data Protection Regulations and Data Protection Act	<ul style="list-style-type: none"> Where posting information to web site or storing personal information ensure that permission is in place and the eight principles of data protection have been followed: The data must be fairly and lawfully processed, processed for limited purposes; adequate, relevant and not excessive; accurate; not kept longer than necessary; processed in accordance with the data subject's rights; secure; and not transferred to countries without adequate protection. 	Medium	Medium	4		
9.5	Administrative / Legal	Risk arising from use of unlicensed software	<ul style="list-style-type: none"> Ensure that only properly licensed software is used. 	Low	Medium	2		
9.6	Administrative / Legal	Ownership and control of Universal Resource Locator	<ul style="list-style-type: none"> Ensure ownership of the web address. Ensure budgetary provision for hosting charges and domain renewal charges. 	Low	Medium	2	Yes	<ul style="list-style-type: none"> Bring ownership of the web address in-house

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9.7	Administrative / Legal	Placing of information on the website that might put people at risk	<ul style="list-style-type: none"> Ensure that all involved in web site maintenance and social media feeds are aware of the risks involved when publishing information regarding individuals or groups of individuals. Formulate and implement a policy that follows best practice guidelines to protect those involved. 	Low	Medium	2	Yes	<ul style="list-style-type: none"> Ensure that all involved in web site maintenance and social media feeds are aware of the risks involved when publishing information regarding individuals or groups of individuals. Formulate a media policy that follows best practice guidelines to protect those involved
9.8	Administrative / Legal	Compromise of copyright by inclusion of website links or frames.	<ul style="list-style-type: none"> If website contains links to other sites ensure permission of destination website is pre-requisite. 	Low	Medium	2		
9.9	Administrative / Legal	Dependence upon an individual		Medium	Medium	4	Yes	<ul style="list-style-type: none"> Training on how to maintain the website
9.10	Financial	Misplacement of funds through web transactions	<ul style="list-style-type: none"> Web shop remapped to pay fund directly into institute bank account. 	High	Medium	5		
9.11	Technical	Lack of visibility of website to search engines	<ul style="list-style-type: none"> Ensure that the website is registered with the leading search engines. Update the front page of the site and other content regularly to ensure that the search engine spider regularly visits the site and updates their listing. 	Low	Medium	2		

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9.12	Technical	Risk arising from poor design and appearance of the web site	<ul style="list-style-type: none"> • Ensure that design is undertaken by a suitably qualified and experienced operator. • Get details of, and view, previously developed sites. • Set standards for site design. 	Low	Medium	2		
9.13	Technical	Failure to meet expectations of visitors to site	<ul style="list-style-type: none"> • Employ only suitable skilled persons to design and develop the site. • Maintain a record of views, comments and complaints. • Carry out a regular review of the web site – initiating change where necessary. 	Low	Medium	2	Yes	<ul style="list-style-type: none"> • Implement internal training on web design and standards
9.14	Technical	Inadequate control of web site	<ul style="list-style-type: none"> • Ensure in all circumstances where third party is involved in design and control of the web site that formal written agreement is in place that details financial and other responsibilities between the Institute and the third parties. Issue a set of written guidelines controlling the site content. 	Low	Medium	2		
10. HEALTH & SAFETY								

Ref	Theme	Risk	Mitigating Control	Likelihood	Impact	Risk Value	Action Required?	Further Action Required
10.1	Slips Trips & Falls	Staff & customers slipping, tripping, falling, suffering fractures and bruising etc.	<ul style="list-style-type: none"> • Staff clean up spillages immediately using suitable measures and leave floor dry. • Bar floor areas only washed out of hours • Staff understand proper use of detergents and correct detergent rates to avoid residue – wash rinse etc. • Good housekeeping – work areas kept tidy, good stored suitably etc. • Drainage channels and drip trays provided where spills likely. • Equipment maintained to prevent leaks onto floor. • Good lighting in all areas including steps outside or access to cellar areas • Ensure door to cellar is kept locked and key controlled so only authorised staff can get access. • Ensure stairways are not obstructed. • Carpets firmly secured. • Doormats for wet weather. • No trailing cables or obstructions in walkways. • Cable covers used for all electrical cables – especially when hosting bands and DJs • Suitable footwear with good grip used by staff. 	Low	Medium	2	Yes	<ul style="list-style-type: none"> • Refresh training pack to include updated information. • Improve practice re wedging doors open.
10.2	Falls from height	Staff may suffer serious, possibly fatal, injuries while doing cleaning, maintenance	<ul style="list-style-type: none"> • Check cellar hatch has been closed after access to boiler. • Ladders to be suitable, regularly inspected • Maintenance work at height (repainting & repairs etc) to be done by contractors using trained staff and appropriate equipment 	Low	Medium	2	Yes	<ul style="list-style-type: none"> • Refresh training pack to include updated information.

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10.3	Violence	Staff and customers may suffer stress and/or physical injuries from aggressive customers.	<ul style="list-style-type: none"> • Staff adhere to legal requirement not to sell alcohol to intoxicated customers. • Staff trained in good, polite behaviour and how to avoid confrontation following violence policy as to when to call police etc. • Incident log kept and filled out as soon as possible after incident. • Staff made aware of barred customers. • Membership of local Pubwatch scheme sharing information between licensed premises. • Regular glass collection particularly on busy nights. • Cashing up done after hours and out of customer sight. • Keep good liaison with local police. • Ensure all incidents properly investigated. 	Low	Medium	2	Yes	<ul style="list-style-type: none"> • Refresh training pack to include updated information.
10.4	Manual Handling	Staff receiving back neck and limb injuries from lifting heavy loads – barrels, crates of bottles	<ul style="list-style-type: none"> • Staff training on rolling and stillaging of casks. • Staff training in lifting techniques and posture for items behind the bar. 	Low	Medium	2	Yes	<ul style="list-style-type: none"> • Refresh training pack to include updated information.
10.5	Gas	Staff and others risk injury from fire and explosion if equipment not properly maintained and used	<ul style="list-style-type: none"> • Boiler checked and serviced annually by a Gas Safe registered engineer. • Staff trained to recognise and report defects. 	Low	Medium	2		

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10.6	CO2 leakage	Staff may be overcome when charging CO2 when changing barrels and soft drinks dispenser in cellar.	<ul style="list-style-type: none"> • Only staff trained by the Stewardess to change barrels. • Safe working practice in line with BBPA guidelines. • Cellar well ventilated with adequate low level ventilation 	Low	Medium	2		
10.7	Pressurised equipment	Risk of explosion from over pressurisation of beer pump systems or faulty of damaged cylinders	<p>Pressurised systems:</p> <ul style="list-style-type: none"> • Designed, installed and maintained in line with BBPA's code of practice 2006, installation certificate obtained. • Only trained staff to use the system. • Cleaning containers suitable to accept system's maximum pressure and labelled to avoid confusion over detergents and flushing water. • System inspected by a competent engineer every five years to schedule produced by the competent engineer. • Certificate displayed stating date of next inspection. • Any damage reported immediately. • Gas cylinders <ul style="list-style-type: none"> • Only obtained from reputable suppliers • Numbers kept to an absolute minimum • Moved and stored properly to prevent damage. • Stored in cages, chained up or laid flat and chocked away from heat sources, in a dry area with the valves closed. • Used in an upright position in a safe secure dry space. 	Low	Medium	2		

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10.8	Noise	Staff suffering hearing damage from live and recorded music.	<ul style="list-style-type: none"> Band and DJ speakers located in main hall at opposite end to serving area and focused on dance floor away from seating areas and bars Staff allowed to take breaks in a designated quiet area to reduce noise exposure. Monitor volume to ensure that events take place at an acceptable and safe audio volume. 	Low	Medium	2		
10.9	Electricity	Staff and customers could get electric shock from faulty or damaged wiring or electrical equipment	<ul style="list-style-type: none"> Wiring checked every five years by a qualified electrician. Regular PAT testing on appliances Staff trained to spot and report damaged equipment, plugs, cables, and fittings and take them out of service. Staff told where fuse box is, to turn off electricity in the event of an emergency. Fuse box/consumer unit kept accessible at all times. 	Low	High	3	Yes	<ul style="list-style-type: none"> Refresh training pack to include updated information. Improve record keeping on checks and maintenance.

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10.10	Hazardous substances	Staff can suffer chemical burns or develop dermatitis from contact with, or use of, cleaning chemicals.	<ul style="list-style-type: none"> All products safety data sheets checked to see what gloves, eye protection etc is necessary for use with chemicals. Chemicals used reviewed with supplier every six months to see if safer alternative available. Staff told about skin care when washing glasses, handling dishwasher chemicals etc. Chemicals always kept in original labelled containers, any containers for decanted chemicals clearly marked. PPE – gloves and eye protection available when using, decanting or diluting chemicals. 	Low	Medium	2		<ul style="list-style-type: none"> Refresh staff training pack to include updated information.
10.11	Asbestos containing materials (ACMs) in building	Staff and others carrying out normal activities at low risk as asbestos only poses a risk if fibres are released. Greatest risk to maintenance workers.	<ul style="list-style-type: none"> Position of ACMs surveyed – Type 1 survey by professional Position and condition of all ACMs marked recorded and explained to stewardess and staff. Stewardess given advice/training by surveyor or other provider about identifying ACMs and spotting signs of deterioration. Committee to make arrangements for Type 2 survey for non-routine maintenance work or Type 3 survey for intrusive building work. Staff and contractors made aware that asbestos must not be disturbed. Staff told to report any accidental damage immediately. 	Medium	Medium	4		

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10.12	Fire	Trapped staff and customers could suffer from smoke inhalation	<ul style="list-style-type: none"> • Fire risk assessment conducted annually and maintained. • Fire risk action plan prepared for Committee remedial action • Stewardess or senior member of staff checks that fire exits are clear. • Outside smoking areas are checked after closing to ensure smoking materials extinguished. 	Low	Medium	2	Yes	<ul style="list-style-type: none"> • Update staff training pack with up to date information
10.13	Contact with steam, hot water, hot surfaces	Staff may suffer scalding or burns injuries	<ul style="list-style-type: none"> • Staff trained in risks of releasing steam. • Staff trained in use of kettles and boiler. 	Low	Medium	2	Yes	<ul style="list-style-type: none"> • Update staff training pack with up to date information
10.14	Knives	Staff could suffer cuts from contact with blades	<ul style="list-style-type: none"> • Staff trained to handle knives. • Knives suitably stored when not in use. • First aid box provided and nominated first aider always on site. 	Low	Medium	2	Yes	<ul style="list-style-type: none"> • Update staff training pack with up to date information
10.15	Food Handling	Frequent hand washing can cause skin damage. Some foods can cause some staff to develop skin allergies.	<ul style="list-style-type: none"> • Where possible staff should use tools (tongs etc) to handle food rather than hands. • Use food grade latex gloves for tasks that can cause skin problems. • Where handling cannot be avoided hands are promptly rinsed after finishing the task. • Staff to dry hands thoroughly after washing. 	Low	Medium	2		

Ref	Theme	Risk	Mitigating Control	Likelihood	Impact	Risk Value	Action Required?	Further Action Required
10.16	Contact with bleach and other cleaning chemicals	Possible skin damage, irritation to staff. Vapours may cause breathing problems	<ul style="list-style-type: none"> • Use machines (e.g. glass washer) rather than wash up by hand. • Cleaning material containers clearly labelled. • Where possible cleaning products marked 'irritant' are not purchased – with milder alternatives selected. • Suitable mops, brushed and gloved provided to minimise contact with hands. • Staff reminded to dry hands thoroughly after washing. 	Low	Medium	2		
11. COMMUNITY								
11.1	Reputation	Complaints arising from noise levels during and after hours	<ul style="list-style-type: none"> • Signage asking customers to be considerate and respectful of local residents when leaving the premises. • Monitor volume levels at events to ensure volume level is reasonable enough not to disturb nearby homeowners. 	Low	Medium	2		
11.2	Inclusivity	Sections of the local community may feel excluded from our activities or services	<ul style="list-style-type: none"> • Implementation of an Inclusivity and Diversity policy • Staff training to look for signs of visitor discrimination • Incidents promptly reported and investigated. • Programme of events designed to appeal to all sections of the community. • Accessibility review of events. 	Low	Medium	2		
11.3	Poor community appeal	People across the community might not use our facility – placing our viability at risk	<ul style="list-style-type: none"> • Face to face community consultation. • Satisfaction surveys • Community survey 	Low	Medium	2		

Ref	Theme	Risk	Mitigating Control	Likelihood	Impact	Risk Value	Action Required?	Further Action Required
11.4	Poor community awareness of who and what we are	If people don't know who we are and what services we provide they might not support of use our facility	<ul style="list-style-type: none"> • Web presence with good visual material and explanation • Active social media presence • Clear signage • Community consultation • Active media promotion 	Low	Medium	2		
11.5	Accessibility	If we don't provide an accessible environment our customers with physical impairments might not want to visit or feel welcome	<ul style="list-style-type: none"> • Keep the disabled toilet in good working order • Aim to keep the majority of our public events on the lower floor • Maintain easy access to the ground floor for customers with physical impairments – level access or hand rails and support where appropriate. • Keep a wheeled chair available to customers should they require it. • Monitor the public spaces regularly for hazards that might impair accessibility 	Low	Medium	2	Yes	<ul style="list-style-type: none"> • Investigate long term possibilities for an accessible upper floor.
12. ENVIRONMENTAL								
12.1	Building condition	Building might not be safe or comfortable for staff or visitors	<ul style="list-style-type: none"> • A building condition survey has been carried out identifying priorities for maintenance • Periodic review of the general condition of the building looking for aspects that require maintenance. • Management committee to be informed immediately of any aspects of building condition that might present a health risk. 	Medium	Medium	4	Yes	<ul style="list-style-type: none"> • Reinstate maintenance list • Attract new volunteers with practical skills

Ref	Theme	Risk	Mitigating Control	Likelihood	Impact	Risk Value	Action Required?	Further Action Required
12.2	Clutter	There may be hazards if areas in use within the building are not kept free from clutter	<ul style="list-style-type: none"> Daily review of all areas in use to ensure everything in its place – putting away anything that is not where it should be stored. Keep indoor areas tidy and free from mess, rubbish or litter. Waste bins emptied daily to ensure there is always somewhere to place clutter. 	Low	Medium	2	Yes	<ul style="list-style-type: none"> Arrange for repair or disposal of old furniture
12.3	Recycling	Waste should be disposed of responsibly to protect our reputation	<ul style="list-style-type: none"> Glass separated for recycling 	Low	Medium	2		
12.4	Carbon monoxide	Risk to staff health from presence of carbon monoxide gas where boiler equipment is kept	<ul style="list-style-type: none"> Carbon monoxide detector fitted 	Low	Medium	2		
13. REGULATORY								
13.1	Change of regulations - building	The regulations might change in such a way that our Grade II listed building becomes a problem – e.g. specification of new types of fire door etc.	<ul style="list-style-type: none"> Monitor regulations and keep abreast of any changes. Maintain a maintenance fund as part of Reserves so that we can react where changes are affordable. Keep an eye out for funding sources and opportunities to try to keep our building up to specification. 	Medium	Medium	4		

Ref	Theme	Risk	Mitigating Control	Likelihood	Impact	Risk Value	Action Required?	Further Action Required
13.2	H&S Regulation	Legionella in water supply	<ul style="list-style-type: none"> None 	Low	High	5	Yes	URGENT: Regime of legionella testing (added following input from Mosedale Gillatt in March 2026)
13.3	Poor awareness of regulated practices and operations	We might not be following existing regulations on matters included within our day to day operations	<ul style="list-style-type: none"> Regulatory compliance review Stay abreast of changes in regulations – follow news about regulations in our sector. 	Low	Medium	2		
14. REPUTATION								
14.1	Criminal activity	Our reputation and standing might be impacted if staff, committee or customers commit criminal offences. Negative press, reduced likelihood of receiving funding support.	<ul style="list-style-type: none"> Staff, committee and volunteers to be briefed to be on watch for any criminal activity. Ensure anything criminal is reported internally and externally to authorities as soon as possible. Consider and judge whether pre-emptive press about having dealt with a matter should be released before negative press and rumour has chance to circulate. 	Low	Medium	2		

Ref	Theme	Risk	Mitigating Control	Likelihood	Impact	Risk Value	Action Required?	Further Action Required
14.2	Poor customer, staff, committee, volunteer behaviour	Our reputation may be harmed by poor customer, staff, committee or volunteer behaviour on our premises	<ul style="list-style-type: none"> • Make sure new members know what standard of behaviour is expected to them. • Clauses included in the rules that members sign up to when they join. • Staff, volunteer and committee code of conduct in place. • Limited signage explaining what kinds of behaviour will not be tolerated. 	Low	Medium	2		
14.3	Legal Action	Diminished reputation through legal proceedings (genuine or malicious)	<ul style="list-style-type: none"> • Code of conduct policy adherence. • Inclusivity policy adherence. • Access to legal advice through Plunkett membership. 	Low	High	3		
14.4	Bad reviews	Diminished reputation on account of bad reviews – online or otherwise	<ul style="list-style-type: none"> • Monitor social media and online channels for feedback and reviews. • Give customers and members means to interact with us directly, offer feedback and or raise grievances. • Grievance policy in place. • Treat customers negative feedback respectfully and fairly – we won't meet everyone's expectations, but when we don't it's OK to be polite and respectful in responding. 	Low	Medium	2		

Ref	Theme	Risk	Mitigating Control	Likelihood	Impact	Risk Value	Action Required?	Further Action Required
14.5	Complaints about noise after hours	We might see negativity and resistance in the surrounding community if this is not mitigated.	<ul style="list-style-type: none"> Signage asking customers to be considerate and respectful of local residents when leaving the premises. Monitor volume levels at events to ensure volume level is reasonable enough not to disturb nearby homeowners. 	Low	Medium	2		
14.6	Reports of poor service or treatment	Our reputation might suffer if we don't treat reasonable customers politely and with respect offering great service	<ul style="list-style-type: none"> Ensure staff are trained to understand what good service looks like. Our staff sometimes have to be firm but fair with customers – training in staying within that principle. Being firm when required without straying into being rude or abrasive. 	Low	Medium	2		
15. POLITICAL								
15.1	Breakdown of a relationship with a partner organisation	We might not be able to provide a particular service or may end up in a public dispute with a partner organisation	<ul style="list-style-type: none"> Regularly review the health of relationships with partner organisations. Memoranda of Understanding in place between organisations setting out the terms of the partnership, and conditions that breach that agreement. 	Low	Medium	2		
15.2	Poor partner choices	We might find ourselves in an unhelpful partnership with another organisation whose reputation is diminishing ours.	<ul style="list-style-type: none"> Consider appropriateness of partnerships, formal or informal – consider “How might this reflect upon us” before entering into new agreements 	Low	Medium	2		

Ref	Theme	Risk	Mitigating Control	Likelihood	Impact	Risk Value	Action Required?	Further Action Required
15.3	Internal splits in staff or management committee	We might see a serious clash of personalities, opinions or interests develop between committee and or staff	<ul style="list-style-type: none"> Dispute and Grievance policy and procedures in place to outline what should happen in the event of any split. Consider conciliatory measures involving third parties where appropriate. Remember that the overall aims of the organisation are bigger and more important to the community than the egos of any one individual. 	Low	Medium	2		
15.4	Poorly controlled social media content	We might see content posted on social media that does not show our organisation in a good light. Negativity on social media can flare up and be damaging.	<ul style="list-style-type: none"> Only authorised staff/volunteers to have access to social media accounts. Training in what kind of social media content is beneficial. Avoid posting anything that takes one side or the other in anything political (remember that our members are of all political persuasions) Avoidance of posting anything personal (targeted attacks, or anything that might show members, customers or others in a negative light) Stick to factual, impartial and non-discriminatory posts. Never reshare anything that might be misinformation – fact check your sources. 	Low	Medium	2	Yes	<ul style="list-style-type: none"> Consider implementing a Media Policy
16. SECURITY								

Ref	Theme	Risk	Mitigating Control	Likelihood	Impact	Risk Value	Action Required?	Further Action Required
16.1	Theft of assets	We might lose assets that are important to our heritage or day to day operation	<ul style="list-style-type: none"> • Lock all access points when building or area not in use. • Ensure that exterior entrances are robust and solid. • Ensure all external windows are closed. • Ensure that we know who is in the building during opening hours – especially in unstaffed areas (e.g. people setting up for events in the hall) • Ensure that the building is empty of all customers, visitors and staff at the end of any working period. • Maintain an asset register of items belonging to the Institute (or loaned to the institute) • Take stock of assets at regular intervals. • Ensure that appropriate insurances are in place. 	Low	Medium	2		
16.2	Barred people on the premises	We may find that though individuals have been barred from the premises by the Management Committee they may have re-gained access and are being served.	<ul style="list-style-type: none"> • Ensure that a register of barred members or customers is maintained so that staff can confirm if they are looking at someone who is barred. • Maintain the list so that if someone is unbarred this is made clear. • In the event of identifying a barred customer on the premises notify a member of the management committee. 	Low	Medium	2	Yes	<ul style="list-style-type: none"> • Implement a register of barred persons

Ref	Theme	Risk	Mitigating Control	Likelihood	Impact	Risk Value	Action Required?	Further Action Required
16.3	Events requiring additional security	Occasionally it might be necessary to have a stronger security presence for a particular event or facility booking if risk of any disorder is possible.	<ul style="list-style-type: none"> Consider the risk presented by a particular event and err on the side of caution when in doubt. Specify the need for additional security in the hire agreement. Ensure that the hiring party knows that extra security is their responsibility and a contractual requirement. 	Low	Medium	2		
17. SHAREHOLDERS								
17.1	Poor shareholder engagement with democratic process	We might find that shareholders are not sufficiently engaged enough to make the democratic processes representative and quorate where that is important	<ul style="list-style-type: none"> Consultation with shareholders on what measures will ensure their engagement. Incentivisation for shareholder participation in key meetings and decision making. Monitor shareholder engagement – keep records or interaction rates – numbers at meetings etc. Review engagement and debrief each time to refine how engagement might be improved. Make it feel fun or important to be engaged as a shareholder. 	Low	Medium	2		
17.2	Mass shareholder withdrawal	We might, for example in the event of an incident affecting our reputation, see a mass request for withdrawal of shares from many shareholders.	<ul style="list-style-type: none"> Share withdrawal policy and procedures in place. Maintain an opportunity to negotiate and try to resolve the triggering issue first. Minimise the reasons that shareholders might look to withdraw their share. Maintain good interaction and consultation with shareholders on key decisions 	Low	Medium	2		
18. SOCIAL / CULTURAL								

Ref	Theme	Risk	Mitigating Control	Likelihood	Impact	Risk Value	Action Required?	Further Action Required
18.1	Gradual loss of connection to the culture of the Institute	We might find that as more of the former railway workers leave us over time, the cultural connection to a Railway Institute in a town that no longer employs railway workers might weaken	<ul style="list-style-type: none"> • Maintain a strong sense of the identity of the organisation, and it's historic value even to non-railway workers in the community. • Find new ways to enable new members and sections of the community to connect to the organisation. • Promote a positive identity in a way that makes it clear that people can be a part of it. • Promote a sense of belonging through interest in the science or technology or ancestral connections – “You can love this place because it connects us to our ancestors” 	Low	Medium	2		
18.2	Resistance to new members and customers from established members	If new members who might be interested are made to feel unwelcome by established members we will not grow and attain sustainability	<ul style="list-style-type: none"> • Monitor attitudes and incidents that might lead to new customers feeling unwelcome. • Staff training in mitigating situations and trying to get the balance right. • Introductory welcome information for new members to help them understand the place and fit in somewhere among the established culture. 	Low	Medium	2		
18.3	Not meeting the social and cultural needs of our community	We might find that what we are offering is not perceived by the surrounding community to be reflective of what they need.	<ul style="list-style-type: none"> • Community surveys • Discussions with individuals and other community groups • Allow the community to bring along their own ideas. • Member satisfaction surveys • Open events where a two way discussion is held. 	Low	Medium	2		

Ref	Theme	Risk	Mitigating Control	Likelihood	Impact	Risk Value	Action Required?	Further Action Required
18.4	Anti-social behaviour	The condition of our building may lead to anti-social around the premises periphery behaviour by young people	<ul style="list-style-type: none"> • Maintain CCTV coverage of building periphery • Maintain building exterior to minimise opportunity for anti-social behaviour and vandalism. • Establish liaison with younger members in the community to understand why they do what they do and look to foster a connection or meet some of their needs. 	Low	High	4	Yes	<ul style="list-style-type: none"> • Review of CCTV building coverage • Improvements to CCTV coverage
19. YOUR BUSINESS								
19.1	Pandemic	There may be another viral pandemic or medical emergency that might mean that we may not be able to trade for a period	<ul style="list-style-type: none"> • Carry forward learning from the most recent Covid pandemic. • Retain protective equipment that served us well last time. • Have a contingency plan ways of working based on experience. • Maintain a sum of money in reserves to cover essential costs during a period in which trading has to cease. • Record ideas in advance for how we might trade or offer some level of service if we are forced to close temporarily (delivery service) 	Low	High	3		
19.2	Building condition	If the building condition were to deteriorate to the point that we might be forced to close	<ul style="list-style-type: none"> • Monitor key issue with building condition and stay abreast of criticality of condition. • Maintain a sum as part of reserves to cover affordable repairs. • Consider an alternative arrangement if the building becomes unoccupiable (we have done this in our long history). • Keep a look out for sources of help or funding that could help in a critical situation. 	Low	High	3		

Ref	Theme	Risk	Mitigating Control	Likelihood	Impact	Risk Value	Action Required?	Further Action Required
19.3	Loss of key staff	If our stewardess chooses to leave for example we'd lose a lot of inherent knowledge key to how we trade	<ul style="list-style-type: none"> Keep documents of day to day procedures ready for any possible hand over. Ensure a transition period where possible. Look to have a succession plan internally 	Low	High	2		
19.4	Loss of key expertise	If someone in a key position on the management committee resigns – we might lose their knowledge	<ul style="list-style-type: none"> Keep documents of day to day procedures ready for any possible hand over. Ensure a transition period where possible. Look to have a succession plan internally if appropriate. Implement 'assistant' roles for Secretary and Treasurer and appoint a vice chair – it 	Low	High	2		
19.5	Competition	Our viability may be affected by the presence of competition in the area	<ul style="list-style-type: none"> Strategy for working with, rather than against, organisations that might be perceived as competition. Maintain clear unique selling points in proposition and identity. Strong relationship with member base to foster loyalty. 	Low	Medium	2		

Last review date: 11 Jan 2026

Next review due: Jan 2027